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9 April 1954

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Suggestions for Draft on Overseas Rotation Paper

1. In the following, I am briefly listing a few suggestions which you may want to use in the preparation of the working draft:

a. As I mentioned in our meeting, the final determination of an individual's next assignment should be based on four elements:

(1) The individual's own wishes or preferences as stated by him in writing. (It should be pointed out to him, however, that circumstances may not allow the compliance with his preference.)

(2) The personnel needs of the organizational component to which the individual belongs.

(3) The sum of the information obtained on the individual. The necessary process of fact-finding should include, in addition to the normal Personnel Evaluation Report, field efficiency records and training records, also the views of one or two of his previous or current supervisors which may have found no reflection in written form. Such supervisors might be available during TDY or PCS for interviews with members of the Career Service Board of the individual's organizational component. This method of additional fact-finding is recommended in order to outbalance any shortcomings which, as we know, performance records frequently contain. As an additional device which might facilitate the collection of pertinent information on an individual, it is recommended to develop a Career Progress Chart which would contain and gradually keep up to date all pertinent information on the background, past experience in intelligence within and outside of CIA, training completed, and positions held here or overseas. Such Career Progress Chart is currently being developed by the FI Career Service Board for its own guidance.

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(4) Patterns of career service development which would ultimately have to be developed by the various organizational components of CIA in order to allow long-term planning and guidance of the development and steering of individuals in a real career fashion. Such patterns would, of course, have to be applied in a very flexible manner, but they would provide the general background against which individual situations could be analyzed and determined.

b. Another consideration in determining the next assignment for returning personnel would take into account the individual's need for and scheduling of advanced or specialized training which the individual may require in terms of:

(A) Overall career development.

(B) Prerequisites necessary to professionally qualify the individual for the specific assignment which has been decided for him.

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